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8 September 1967

MEMORANDUM FOR: Executive Director, NPIC

SUBJECT: Findings of the Technical Services and Support
Task Force

1. The attached report contains the findings of the Task Force assigned to propose an organization for the NPIC technical services and support functions.

2. In every case where there was a difference of opinion or a difference of approach to a point, it was possible, through mutual respect and reasoned discussion, to reach a unified stand. This process did not involve any sacrifice of principle for the sake of unanimity, rather it was intended to strengthen the conclusions through this inter-play of ideas and concepts.

3. Although [redacted] was originally assigned to this Task Force, he also had other, conflicting, assignments which prevented his participation in our discussions. He has, therefore, not been asked to sign the final report.

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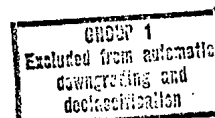
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Assistant for Technical Development, NPIC

CHAIRMAN

[redacted]
Deputy Chief
Support Staff, NPIC[redacted]
Chief,
Systems and Image Evaluation Branch
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Assistant Director for Technical Service and Support

TASK FORCE REPORT

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I. The Charge.

This Task Force, consisting of [] (Chairman) and []
[] understood that its mission was to:

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Determine a general organizational outline for the functions
assigned to this area by the earlier (Tripod) study group;

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Record any pertinent comments on the overall proposed NPIC
reorganization plan;

Briefly examine the probable future of the area under study.

The blocks of activity which Tripod placed in this area are listed
on the following page.

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FUNCTIONS ASSIGNED BY TRIPOD TO THE ASSISTANT DIRECTOR FOR TECHNICAL SERVICE AND SUPPORT

A. OPERATIONS SUPPORT ☐

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- 1. SYSTEM AND IMAGE EVALUATION*
 - a. OFFICE OF THE CHIEF*
 - b. SYSTEMS "A" SECTION*
 - c. SYSTEMS "B" SECTION*
 - d. SPECIAL PROJECT SECTION*
 - e. MICRO-D SECTION*
- 2. OPERATIONS BRANCH*
- 3. TECHNICAL STAFF*
- 4. TECHNICAL PLANNING*
 - a. OFFICE OF THE CHIEF*
 - b. COLLECTION SYSTEM BRANCH*
 - c. ANALYSIS BRANCH*

B. TECHNICAL DEVELOPMENT ☐

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- 1. OFFICE OF THE CHIEF*
- 2. DEVELOPMENT STAFF*
- 3. EXPLORATORY DEVELOPMENT LAB*
- 4. EQUIPMENT PERFORMANCE STAFF*
 - a. TEST AND EVALUATION*
 - b. MAINTENANCE*

C. SUPPORT SERVICE ☐

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- 1. OFFICE OF CHIEF*
- 2. PERSONNEL BRANCH*
- 3. TRAINING BRANCH*
- 4. LOGISTICS BRANCH*
- 5. SECURITY BRANCH*
- 6. OTHERS:*
 - a. SIGNAL CENTER*
 - b. FINANCE SECTION*
 - c. DOCUMENT CONTROL*
 - d. COURIER SECTION*

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TOTAL

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II. Conclusions:

This Task Force holds the view that NPIC is small enough so that practically any organizational structure could be made to work. The most important gains in efficiency at this time may not come from shuffling functions and reducing the span of control, but from establishing a stronger and more functional planning and program staff to develop policies and standard operating procedures; firmly delegating authority to the assistant directors and division chiefs; and strictly adhering to the principle of management by exception. Excessive centralization tends to place too much dependency on a few, over-worked key men and to create bottlenecks which hinder the flow of information.

In general, however, the Task Force agreed with the selection of functions placed by Tripod in the area of technical services and support. It was agreed that the Signal Center, Document Control Section, Courier Section, and finance portion of the Budget and Financial Branch belong with the Support Staff, as Tripod indicated. Furthermore, the technical services assigned to this area do have related functions; placing them under one head should encourage them to cooperate more closely, and should eliminate any unnecessary duplication. More important, this should create a focal point for NPIC technical information, a single voice on technical matters.

At one point, consideration was given to the possibility of grouping the Center's computers with technical services. It was decided that this was not advisable because the computer services in the Center are directly related to production.

Aside from these general views, the Task Force arrived at the following specific conclusions:

1. In its attempt to reduce the span of control in NPIC, the Tripod, in our opinion, went too far by placing all technical service and support functions under one head because:
 - a. The administrative support and technical service functions involve completely different disciplines, interests, and goals.
 - b. There should not be a separate layer of control between the Executive Director and such administrative support.
 - c. Combining the two functions might tend to place other components at a disadvantage when competing with the technical services for limited manpower and fiscal resources.

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Therefore, there should be an Assistant Director for Technical Services, and the Support Staff, like the Planning, Programming, and Budgeting Staff, should be tied to the Executive Director, rather than being listed with the Assistant directorates for Imagery Exploitation, Production Services, and Technical Services, which are line functions.

2. The Maintenance Branch actually performs technical functions which are intricately associated with the test and evaluation of newly developed equipment, and should be under the Assistant Director for Technical Services.

3. In the realigned structure, as seen by this Task Force, the functions and slots of the Operations Support Branch could be better utilized by redistributing them to handle the functions suggested in conclusions 4 and 6.

4. An essential component in management machinery is a central point for product management -- to serve as a focal point for requirement validation, to establish priorities, performance norms, and quality standards, and to control product content and work flow. This role must be backed with the direct authority of the Executive Director, and it must not be confused nor combined with the planning function. This function should be exercised by a small staff under a Product Manager attached to the Executive Director.

5. There will always be frequent calls for special, one-of-a-kind studies and administrative projects that can be handled most effectively by a small staff at the Executive Director level. This staff could logically be headed by an Executive Secretary under the Executive Director.

6. The Center's procedures for handling cables could be simplified and improved by giving each major component head the authority to release outgoing cables in accordance with standard procedures established by the Executive Director. Incoming cables should be distributed by a single point outside the communications center, since the signal Center is primarily a terminal point, and by regulation has no control or distribution authority. For administrative convenience, this function should be established under a cable secretariat reporting directly to the Executive Secretary.

7. To provide the Planning, Programming and Budgeting Staff with the necessary depth of experience in NPIC operations, and to assure that the work of that Staff is well understood throughout the Center, this Task Force feels that qualified personnel from each other major Center component should serve periodic, specified tours of duty on the Planning, Programming, and Budgeting Staff.

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8. Although they are beyond of the scope of this Task Force's responsibility, three additional points which arose during the study are recorded here for further management consideration:

a. If the proposed reorganization is instituted, the Center management should give personal attention to the selection of component chiefs at all levels. This selection should be preceded by a thorough review of all available experience and managerial capabilities.

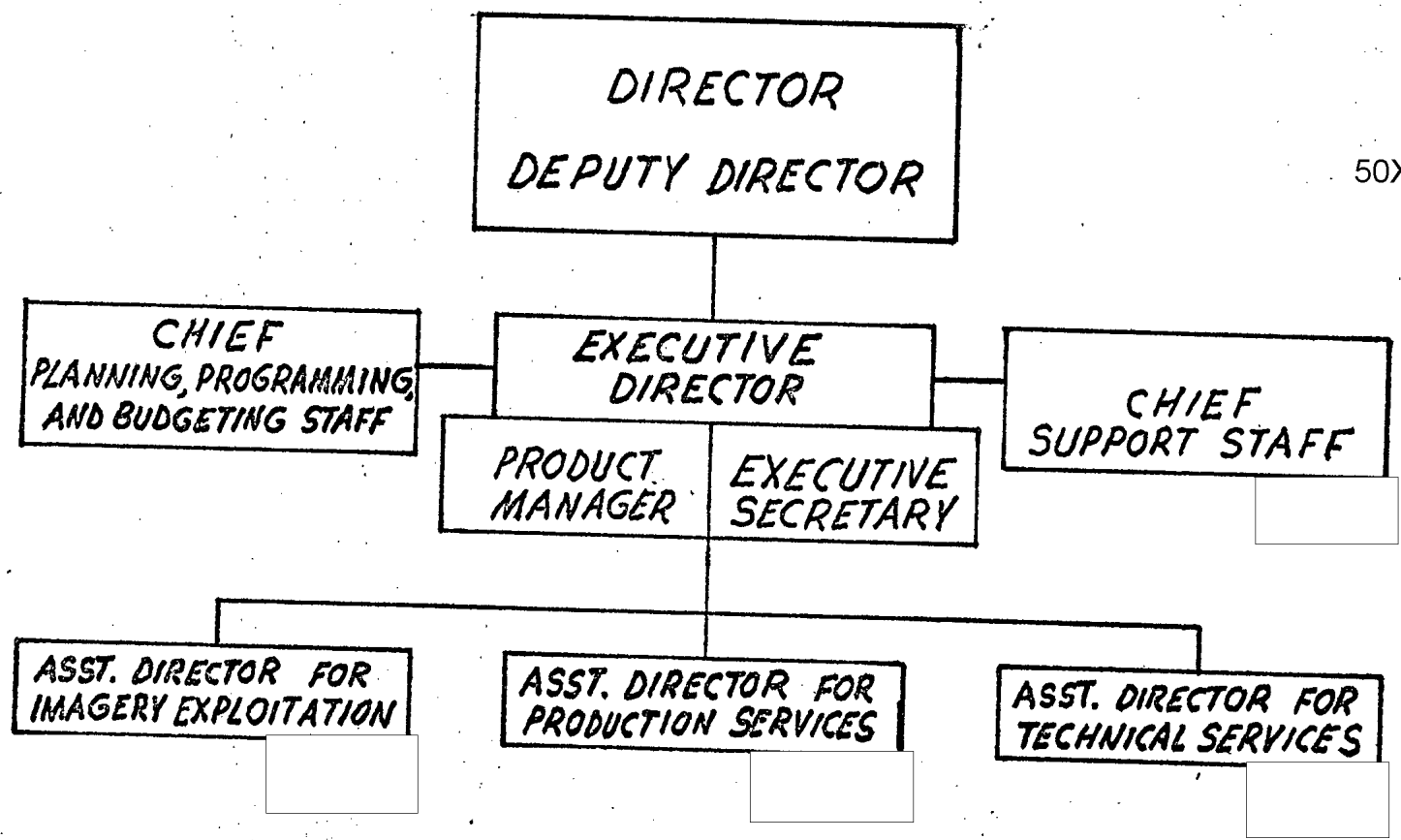
b. The Deputy Director, NPIC should become the NPIC member of COMIREX and the Center contact point for related matters and functions. He should be given a high-level special assistant to serve as alternate member to COMIREX.

c. In view of the re-adjustment of the thinking regarding the chairmanship of the EXRAND subcommittee, which has resulted in it being made a part-time job and being returned to the Center, this seems an appropriate time to return that chairmanship to the area of technical services, where it will be more closely connected with the Center's R&D effort.

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PROPOSED NPIC ORGANIZATION



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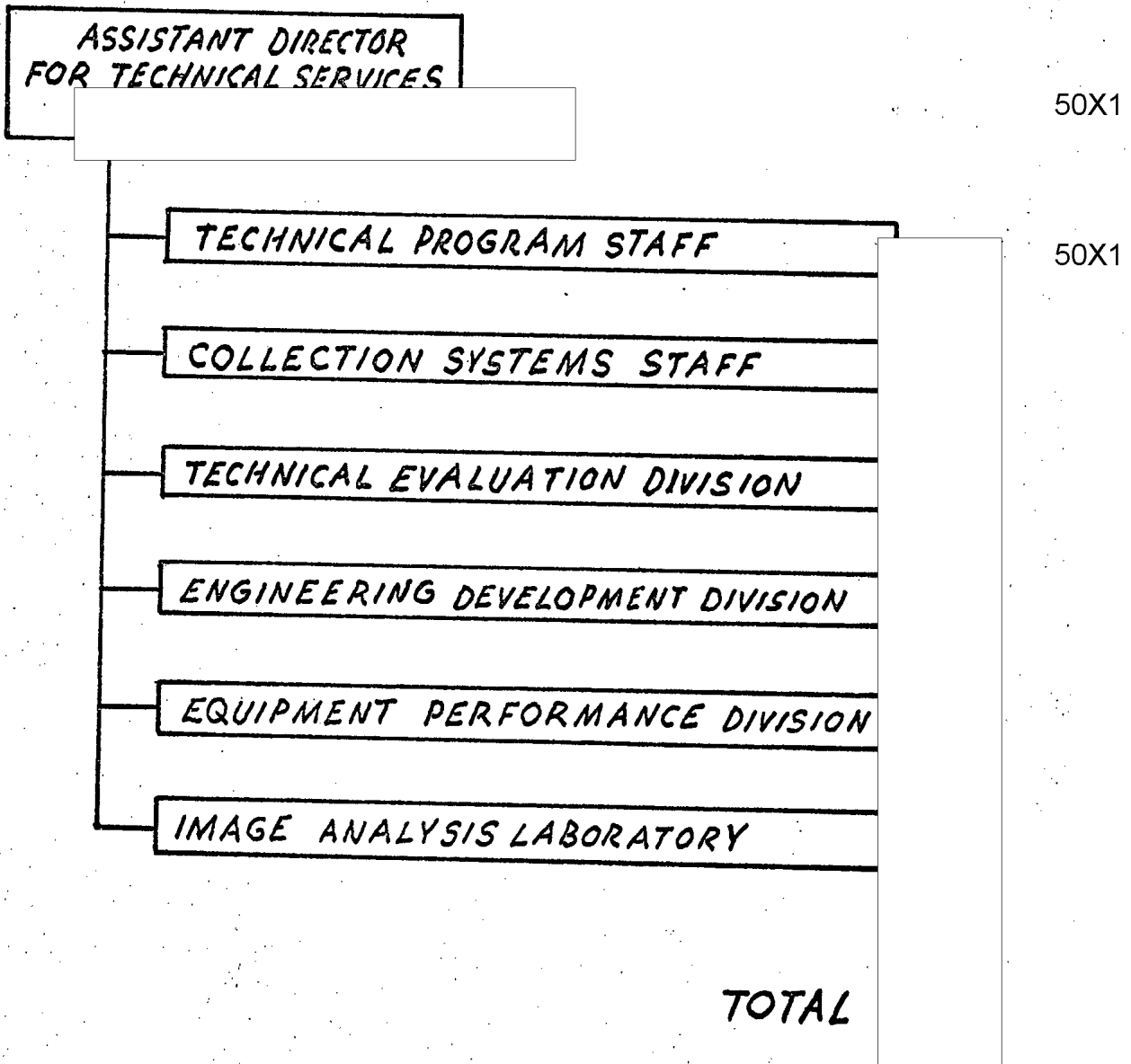
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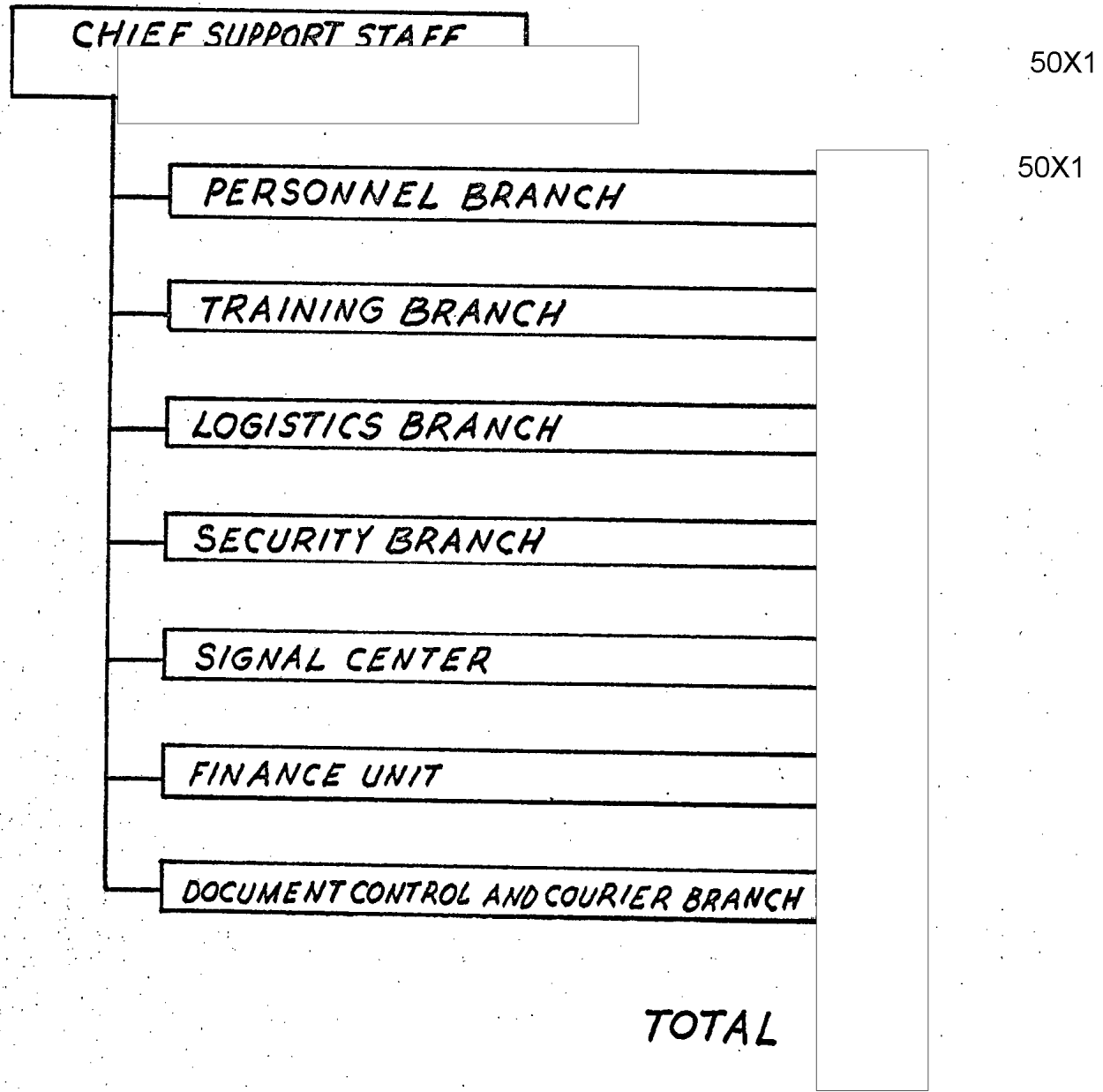
PROPOSED TECHNICAL SERVICES ORGANIZATION



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PROPOSED SUPPORT STAFF ORGANIZATION



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~~SECRET~~III. Task Force Proceedings.a. General.

The first step of analysis was to find exactly what had been placed in the area of the Assistant Director for Technical Services and Support. To this end, Task Force members acquired a mission and functions statement for each block of activity that had been assigned to the area. These were examined and collated to bring out similarities in purpose, type of work performed, type of personnel required, and type of equipment used.

From the first it was obvious that two very different types of work were involved. One group of activity fell naturally in the category of "Technical Services," and the other in "Administrative Support." From this unavoidable conclusion, the Task Force had briefly to pursue two lines of speculation: first, why the groups had been lumped together by Tripod; and, second, what effect the re-separation of the two groups would have on the total NPIC structure. Because of this investigation, and because within the two groups the pieces seemed to fall easily into place, this Task Force came to spend a relatively large amount of time considering the overall Center organizational structure and work flow.

b. Support Staff.

Within the area of Administrative Support, there is no reason to change the present basic alignment of the NPIC Support Staff. Logistics, personnel, security, and the other operations assigned to that staff are tried and proven essentials for any organization. Grouping these functions with the technical services would have several bad effects: There would be an additional layer of control between these services and the Office of the Director; the Assistant Director for Technical Services and Support would be privy to personnel, security, and other matters which should be handled privately between the Director and the staffs concerned; and that same Assistant Director would have an unfair advantage over the other assistant directors when competing for scarce personnel and financial resources. This Task Force is in agreement that support services are for the entire Center, and it is unreasonable for one of the Assistant Directors to have control over this function. Therefore, it was agreed to recommend that the support should report directly to the Office of the Executive Director. It was also agreed that the Signal Center, the ^{FINANCE} portion of the Budget and Financial Branch, the Document Control Section, and the Courier Section fall in the same category and, for the same reason, should be added to this staff, as recommended by Tripod. At first, it seemed logical that the Maintenance Branch of the Technical Development Staff should also be with the Support Staff. However, a closer review showed that normal housekeeping maintenance is already with the Support Staff under the name

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"Building Service Section." What is called the Maintenance Branch is actually an integral part of the equipment development cycle, and is bound to the Technical Services group by function, training, equipment use, and even career development. It was therefore decided that the Maintenance Branch should remain with the Technical Services, but should be renamed to indicate its functions more accurately.

c. Technical Services.

The area of Technical Services encompasses those functions now under the Assistant for Technical Development and the Systems and Image Evaluation Branch of the Technical Intelligence Division. The main advantage of bringing the groups under a single head is that it will encourage closer cooperation between related disciplines, and it will remove some problems regarding the division of responsibility between closely associated activities. It was decided that these functions should be divided among six groups (two staffs, three divisions and a laboratory), very similar in composition to the present groupings, but with slightly revised missions. The proposed Collection Systems Staff should combine the liaison functions now performed by the TID Technical Staff and the TDS Technical Planning Staff. The Technical Program Staff is essentially the present Technical Planning Staff, but with a mission revised to reflect the presence of the Center PPB Staff, and with some additional functions of documentation now assigned to the Development Staff. The Technical Evaluation Division is a realignment of the TID Systems and Image Evaluation Branch, and the Engineering Development Division is a streamlined version of the ~~Technical~~ Development Staff. The Equipment Performance Division is the same as the Equipment Performance Staff, and the Image Analysis Laboratory is the Exploratory Development Laboratory with the added function of providing support for the Technical Evaluation Division.

The Task Force gave consideration to the inclusion of the Center's computers under Technical Services. It was finally concluded that computer services, the photographic laboratory, and even some parts of graphical analysis are indeed technical services, but differ from other technical functions in that they have primarily daily production responsibilities. They therefore rightfully belong under the Assistant Director for Production Services.

Detailed proposed mission and function statements for both Technical Service and Support components are available if required.

d. Center Organization.

In its look at the overall Center, the Task Force concluded that the greatest needs are for central planning and programming, clear delegation of authority, and established standard operating procedures. If there were a strong NPIC planning staff to develop plans, and a strong Product Manager to validate requirements, establish priorities, performance norms, and

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quality standards, and to control product content and work flow, there would be less need for a reorganization at this time. The timing of the reorganization may be inopportune anyway because the impact of the JIIRG Report has not been fully realized yet. Also, in the field of research and development, NPIC relations with DIAAP-9 and IAS have not been firmly clarified. For these reasons, a revision rather than a reorganization might be more appropriate.

If there is to be a reorganization, the need for a PPB Staff is obvious. Next, consideration should be given to appointment of a Product Manager. If a requirements central were created within the area of planning, programming, and budgeting, the NPIC Director's managerial responsibilities would have been assumed by the PPB Staff. Therefore, requirements should be handled by a Product Manager in the office of the Executive Director.

Also in the Executive Director's office, there should be an Executive Secretary. This Secretary should have a small staff (using three of the positions now assigned to the Operations Branch) to handle the frequent special administrative projects which tend to interfere with Center production when key personnel are taken from their normal duties for special assignments, and to handle the control and distribution of incoming cable traffic. By regulation, the Signal Center has no authority for control or distribution of messages. While the authority for release of outgoing traffic should be delegated to major component heads, the control and distribution of incoming traffic should be handled by a Cable Secretariat under the Executive Secretary.

e. Implementation.

This Task Force sees no reason why its proposals could not be put into effect immediately, in a single step. There would, of course, have to be a shakedown period of at least several weeks to tighten the new intra-staff relationships. During that period it would be necessary to give serious consideration to the problem of how best to re-locate Center components for maximum efficiency. While it would not be feasible to locate the components of each assistant directorate and staff contiguously because of certain rather permanent installations such as the Signal Center and various clean rooms, some progress in that direction could certainly be achieved.

Although the question of manpower savings was not directly addressed in this preliminary study, the proposed realignment of functions uses six fewer positions than are presently assigned to this area. It is suggested that three of these be utilized for the Executive Secretary Staff and two for the Product Manager's office discussed in paragraph III. c. above. At a glance, it would appear that the major savings in this area, however, will not be reflected in possible further reductions of the T/O, but rather in more efficient performance of the assigned missions and functions.

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IV. Future Developments.

The future of NPIC is dependent upon how successfully the Center adapts to changing conditions so as to remain a profitable investment for its sponsors -- the image collection agencies and the intelligence community. At present, image exploitation is considered as an intelligence processing operation, not as intelligence production. However, in time, administrative inertia will be overcome and imagery will attain its rightful place as a superb integrating base for intelligence production. Pressure for this change will come from the perishable nature of the information extracted from imagery, improved information storage and retrieval systems, tremendous increases in the volume of imagery collected, better reporting techniques, and the natural tendency of interpreters to apply analytical thinking to their daily tasks. The recommendations of the Joint Imagery Interpretation Review Group (JIIRG) constitute concrete evidence of the trend toward automation, centralized files (NBIDI), increased analysis (3rd phase reporting), broader planning (National Tasking Plan), and better management (COMIREX); all of these are first steps in the evolution from intelligence processing to intelligence production.

The responses to pressures are expected to take the form of changes in operational procedures, re-evaluation of support functions, increased automation, and new emphasis on planning and management. These changes are all directed toward the increased efficiency required to handle the tasks assigned to the Center under the manpower and funding ceiling projected for the future.

It must never be forgotten that NPIC serves both the image procurement and intelligence communities. Currently, this is being done by providing professional services in image quality control (customer feedback), image interpretation, and development of better equipment and techniques for use in these endeavors.

In the future, it is conceivable that imagery could be of such high quality that specialists would not be required to interpret it; it might even be replaced by high-quality television fed directly and immediately to the customer. If we exist at that time, it will be because we have evolved a new purpose. For that reason, we must be aware of what is new today and likely to be new tomorrow. Change comes slowly, and only by constant probing and examining new ideas (radar, laser, infrared, color, holograms, for example) can we hope for the Center to prosper and be of service.

For the immediate future, our main responsibility is imagery interpretation. In that area, the main considerations are a potential increase in photographic inputs, the difficulty in obtaining qualified personnel, methods and techniques of coping with this influx and the increasing tightness of funds.

We must assume that the tremendous increase in photography planned for 1970 will arrive approximately on schedule. Our first consideration, then, is the chemical processing. Because the processing of a mission of

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photography is most economically executed as a continuous operation, the NPIC breakdown team is required to be on its feet about 16 hours with each mission. In the future, it will certainly be necessary to double these teams to allow for two shifts. If processing is done alternately at two sites, it will be necessary to add more teams. Either way, by 1970 we will need at least 8 to 10 additional analysts for the Technical Evaluation Division. Eventually, it may be necessary to assign these teams permanently to the processing sites.

Experience to date indicates that the increased demand for interpreters can only partly be met by recruiting. Therefore, further development work is required to increase the productivity of available PIs. Some current development programs, particularly Human Factors and Automatic Target Recognition, are aimed in that direction. Other projects, such as Dry Silver Processing, and On-Line PI Mensuration, will ease the increased burden on scarce and valuable production and technical service personnel. This research and development function is an investment in the future capability and efficiency of the Center and is closely related to plans, goals and procedures. In addition, the responsibility originally assigned to the Center under paragraph 2.g. of NSCID No. 8 has recently been expanded by the National Tasking Plan to include the requirements of several imagery exploitation components outside the NPIC.

The future of the Support Staff is most closely and directly tied to the size of the Center. The work of Logistics, Personnel, Security, and other support services is almost exactly proportional to the number of people serviced. As a rule of thumb, for every 10 percent increase in the total number of Center personnel, there must be a five percent increase in the number of Support Staff personnel.

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V. Recommendation.

It is recommended that the conclusions and proposed organizational structures contained in this report be accepted as a basis for further consideration by Center management.

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